

2025 – 2029 STRATEGY

DARIUSZ MAŃKO
PRESIDENT OF THE
BOARD

ROMAN PRZYBYLSKI
VICE PRESIDENT OF THE
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BOARD MEMBER

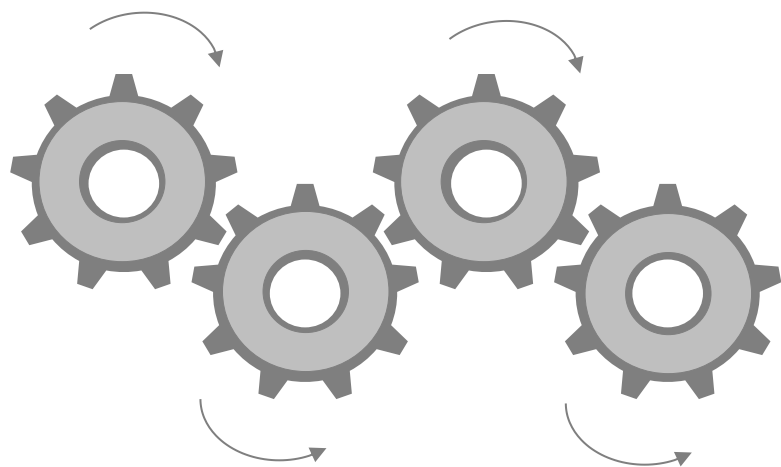
23RD APRIL 2025

SUMMARY 2021 – 2025 STRATEGY

Dariusz Mańko – President of the Board

2025 – 2029 STRATEGY

FINANCIAL GOALS



WE HAVE BUILT A STRONG POSITION ON THE EUROPEAN MARKET

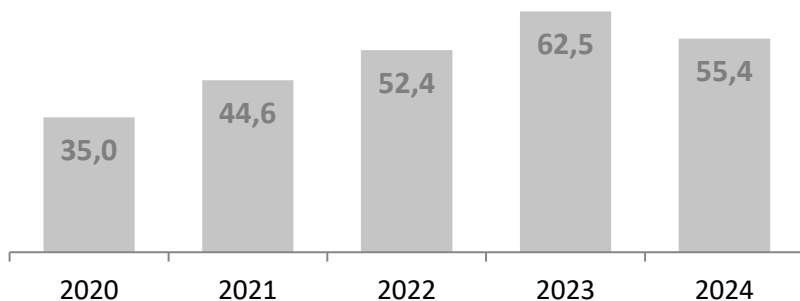
BY THE END OF 2024, THE GOALS OF THE STRATEGY 2021 - 2025 HAVE BEEN ACHIEVED

	2020		2024	2025 STRATEGY	
TOTAL SALES	PLN 3,5B	+47% 	PLN 5,1B	PLN 5,1B	
INCLUDING INTERNATIONAL SALES	PLN 1,7B	+47% 	PLN 2,5B	PLN 2,5B	
EBITDA	PLN 672M	+39% 	PLN 932M	PLN 864M	
NET PROFIT	PLN 430M	+30% 	PLN 560M	PLN 508M	

WE HAVE INCREASED VALUE FOR SHAREHOLDERS

In the years 2020-2024 the dividend paid amounted to PLN 2.4 billion in total

Dividend per share (w PLN)



During 2020 - 2024 capitalization increased by PLN 3.6B to PLN 7.5B (average stock price 2024 vs. 2020)

Grupa Kęty S.A. stock price



TOTAL INCREASE IN SHAREHOLDER VALUE BY PLN 6.0 BILLION / APPROX. 150% (vs. 2020)

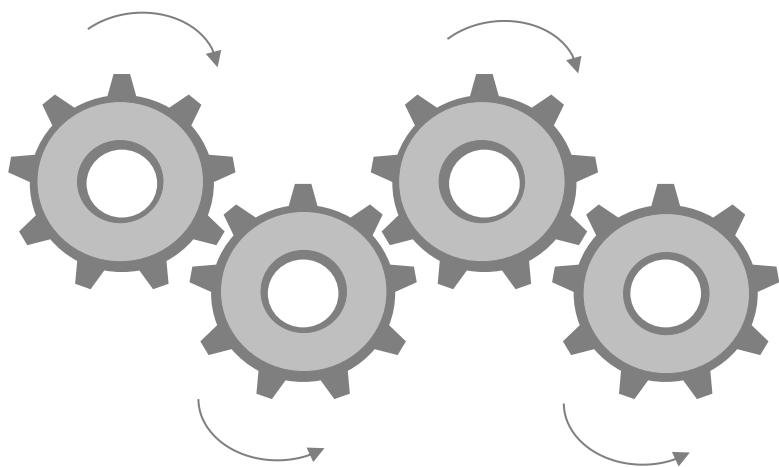


SUMMARY 2021 – 2025 STRATEGY

2025 – 2029 STRATEGY

Roman Przybylski – Vice President of the Board

FINANCIAL GOALS



The Strategic Goal is to create an **internationally operating Capital Group**, one of the **leading companies in Europe** in the field of aluminium processing and the broadly understood construction sector based on the **AS and SP segments**, with a production base in the field of extrusion in the **EP segment**.

We have also planned an investment in the prospective area of **the Flexible Packaging Segment** – construction of the third line for the production of BOPP film

The project is in line with the trend of replacing complex multi-material laminates with simple homogeneous products that are easy to recycle

The project assumes the start of production in 2028 – reaching full capacity (approx. 50 thousand tons/year) in 2029

2025 – 2029 STRATEGY - VISION

The ambition to build one of the leading companies in Europe means the need for more dynamic business growth abroad, both organically - by intensifying existing activities in the form of a new INTERNATIONAL structure, and through strategic projects in selected markets, including with an emphasis on M&A.



2025 – 2029 STRATEGY - VISION

Organic growth

EXTRUDED PRODUCTS SEGMENT

- 134 thousand tons of sales / revenue growth from PLN 1.9B to PLN 3.0B
- Systematic rebuilding of EBITDA margin to approx. 12% in 2029

ARCHITECTURAL SYSTEMS SEGMENT

- Sales growth from PLN 1.8B to PLN 2.5B
- Maintaining an EBITDA margin of over 18% in the long term

SUN PROTECTION SEGMENT

- Increase in revenues from PLN 1.0B to PLN 1.5B during the Strategy period
- Full integration of Selt and implementation of assumed synergy effects

FLEXIBLE PACKAGING SEGMENT

- Increase in sales from PLN 1.2B to PLN 1.7B based on a new BOPP film production line
- Maintaining an EBITDA margin of around 20%

Acquisitions

- **Local (Poland):** Aluminum conversion/construction
- **Foreign (Western Europe and optionally the USA):** distribution/brand/sales network/customers/product

in a situation of **high degree of alignment with the strategy and low risk of integration** - high complementarity to the plan **to build the aluminium group**

increasing the focus abroad, both organically and through M&A. After restructuring the Group's organizational model - **significant acquisitions or J-V in Western Europe and optionally in the USA**

2025

2026

2027

2028

2029

ESG Goals



Environment

Aluminum has huge potential thanks to properties such as: strength, corrosion resistance, and above all, the possibility of full recycling. It is a desirable element on the way to a climate-neutral economy, essential for the development of many industries. Through effective closed-loop economy, we have a real impact on reducing our environmental footprint.

40% share of low-emission billets in the process of extruding aluminum profiles.*

12.5% reduction in the absolute value of greenhouse gas emissions.**

77% share of aluminum scrap in profiles extruded from our own billets***

85% increase in the number of certified objects in Aluprof systems****

100% of packaging materials will be designed as recyclable.

* - Carbon footprint of ingots below 4 tonnes CO₂e per tonne of aluminium, 6xxx series alloys, taking into account own production of ingots covered by EPD Type III ITB No. 348/2022.

** - Scope 1 and 2 emissions, base year 2024, market-based method, emissions calculated in accordance with The Greenhouse Gas Protocol Corporate Accounting and Reporting Standard".

*** - Total share of "post-consumer", "pre-consumer" and "home scrap" (in accordance with ISO14021) in the input for the production of ingots from 6xxx series alloys in the Kęty foundry.

**** - Database of buildings certified by the Polish Green Building Association (buildings assessed by Breem, Leed, DGNB, HQE) plus foreign databases, base year 2020.



Social

We employ over 6,000 employees. We have a real impact on their development and safety. We want to be an attractive employer who, by building a safe and supportive work environment, creating opportunities for professional development, taking care of diversity and uniform, non-discriminatory employment conditions, enables the acquisition, development of competences and retention of employees.

We are an active participant in social life in the regions where our companies are located. We have a real impact on our environment. We want to create a positive change, which is why together with our employees who create the local community, we respond to challenges and needs and contribute to the development of the region.

TRiR safety index ≤ 1

Internal promotions at a level of at least 10%

30% of women in key positions for the organization

Retention of employees employed under an employment contract within 12 consecutive months at a level of at least 60%

Ensuring equal pay for women and men in all job categories.

300 local projects under the "Together with the Group" program.



Governance

We are guided by the idea of caring for the capital entrusted to us. Through the management decisions we make, we have a real impact on the value of the company's shares and the financial results achieved. We want to create modern leadership focusing on sustainable development, care for people and long-term economic value. We want to create a strong and sustainable business.

Stable dividend pay-out policy (60-100% of consolidated net profit)

Due diligence in the supply chain - ESG audits min. 12/year

Min. 60% of employees covered by annual training in the field of responsible business conduct

Stable dividend policy

- Maintaining a **dividend payout ratio of 85%** – based on consolidated net profit

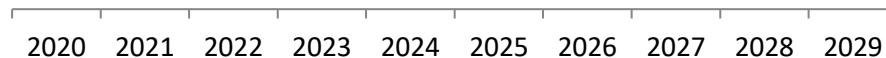
Dividend policy

PLN 2,4B

paid in the form of the dividends from 2020 to 2024

PLN 2,6B

we plan to pay out dividends in 2025-2029

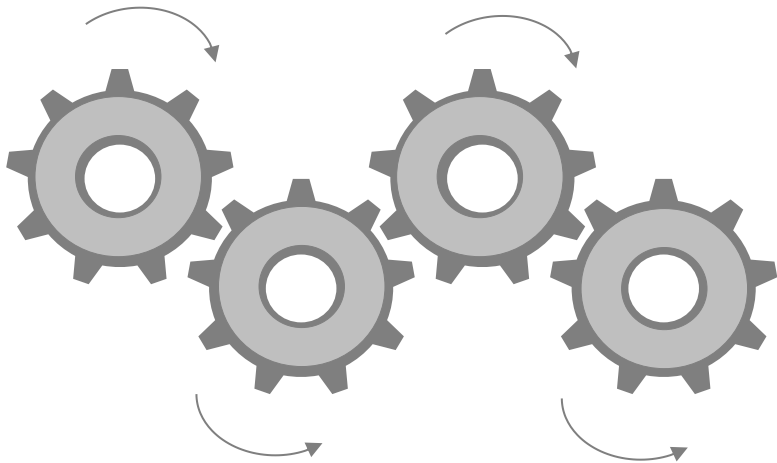


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2025 – 2029 STRATEGY

FINANCIAL GOALS

Rafał Warpechowski – Board Member



2025 – 2029 STRATEGY – macroeconomical assumptions

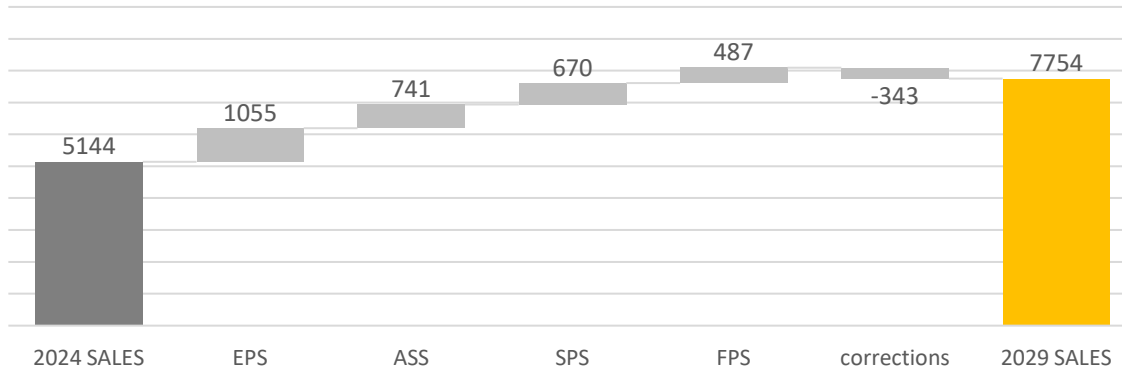
	2025-29
GDP Poland	3,8->3,1%
GDP Euro Zone	1,4->1,6%
CPI Poland [%]	5,2->2,50%
CPI Euro Zone [%]	1,90->2,00%
LME Aluminium 3M [USD/t]	2 500
Billet premium [USD/t]	650
ICIS_Poliethylen LDPE spot low [EUR/t]	1 250
ICIS_Poliprophylen PP spot low [EUR/t]	1 200
USD/PLN	3,88
EUR/PLN	4,26
EUR/USD	1,01

- assumed economic growth in the main markets
- stable prices of raw materials and foreign exchange rates - **do not create changes in the presented revenues / results**

Sources: own estimates based on data available on Reuters, IMF websites and NBP forecasts

2025 – 2029 STRATEGY – REVENUES

Contribution of Segments to consolidated sales growth

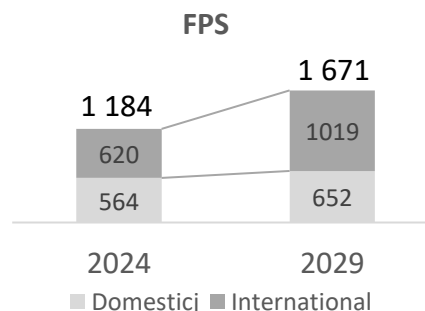
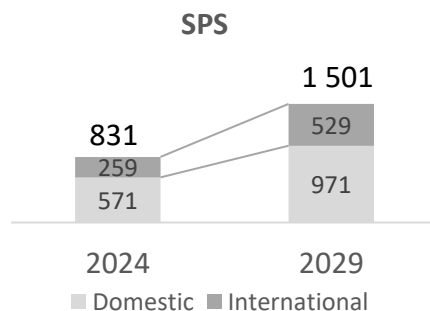
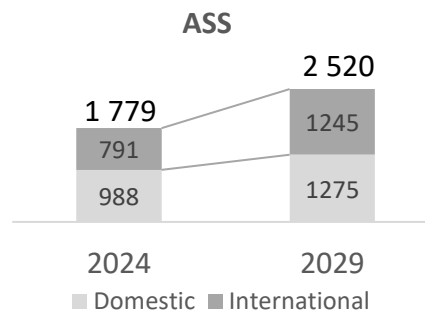
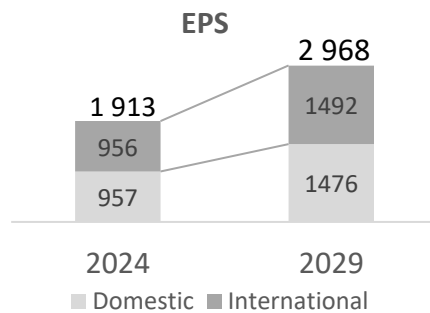


- Consolidated sales dynamics significantly above the market development rate – **CAGR 8.6%**

- high foreign sales dynamics – **CAGR 10.5%**.

- high domestic sales dynamics of the EPS correspond to the growing demand of ASS and SPS

- increase in sales of the FPS mainly generated by the BOPP III line



2025 – 2029 STRATEGY – financial results

PLN million	2024	S2029	CAGR
Revenues	5 144	7 754	8,6%
EBITDA	932	1 345	7,6%
<i>EBITDA margin</i>	<i>18,1%</i>	<i>17,3%</i>	
<i>EPS</i>	<i>217</i>	<i>346</i>	<i>9,8%</i>
<i>ASS</i>	<i>362</i>	<i>461</i>	<i>5,0%</i>
<i>SPS</i>	<i>139</i>	<i>257</i>	<i>13,1%</i>
<i>FPS</i>	<i>240</i>	<i>325</i>	<i>6,3%</i>
Operating profit	721	1 052	7,8%
Financial gain (losses)	-72	-86	
Gross profit	649	967	8,3%
Corporate tax	-88	-184	
Net profit	560	782	6,9%

- organic sales growth of PLN 2.6B, including PLN 1.7B on foreign markets (54% share in total revenues)
- EBITDA growth of PLN 0.4B while maintaining high profitability
- effective tax rate close to nominal (except for 2028 - recognition of tax asset from FPS investment)

2025 – 2029 STRATEGY - CAPEX

PLN million	<i>cumulatively</i> 2025 – 2029
Maintenance CAPEX, including:	1 011
EPS	509
ASS	266
SPS	72
FPS	111
OVERHEAD	53
Development CAPEX, including:	676
EPS	58
ASS	263
SPS	54
FPS	301
INWESTYCJE RAZEM, w tym	1 688
EPS	567
ASS	530
SPS	126
FPS	412
OVERHEAD	53

- EPS maintenance investments include approx. PLN 230M for the purchase of production tools (dies) and approx. PLN 80M for improving energy efficiency
- Overhead expenditures mainly include the development of IT systems and infrastructure
- development investments in the Architectural Systems include, among others, the expansion of the Plant in Złotów (stage II)
- development investments in the Flexible Packaging Segment mainly concern the construction of the 3rd BOPP line (launch in 2028, full scale of operations in 2029)

2025 – 2029 STRATEGY – cash-flow & debt

PLN million	2025 -2029
Operating cash-flow	4 570
Cash-flow on investment activity	(1 688)
Dividends	(2 591)
Free cash-flow	280
Net debt	1 614
Net debt/EBITDA	1,2
Financial resources available for additional development projects, including M&A, assuming:	
Net debt/EBITDA = 2,0 at the end of 2029	PLN 1,0B
Net debt/EBITDA = 2,5 at the end of 2029	PLN 1,7B

- High operating cash flows (including an increase in net working capital by PLN 420 million)
- Dividend of 85% of consolidated net profit
- Maintaining financial indicators at a safe level
- Significant potential for additional investment projects, including acquisitions

2025 – 2029 STRATEGY – CREATING SHAREHOLDERS VALUE

A SIGNIFICANT ALUMINUM GROUP IN EUROPE **ALUPROF**

SELECTIVE DEVELOPMENT IN THE PACKAGING AREA – 3rd BOPP LINE



EFFECTS OF ADDITIONAL DEVELOPMENT PROJECTS, INCLUDING ACQUISITIONS USING AVAILABLE FINANCIAL FUNDS (not included in financial projects)

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